

Richardson Independent School District

District Improvement Plan

2017-2018 Goals/Performance Objectives/Strategies



Mission Statement

To serve and prepare all students for their global future

Vision

RISD - Where all students learn, grow, and succeed

Values

Integrity - Inspiration - Inclusiveness - Innovation

Focus

Students are the primary focus of the RISD staff, and staff is the primary focus of the administration

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Goals

Goal 1: Students are highly engaged in their educational life.

Performance Objective 1: Deliver a rigorous and relevant curriculum using instructional strategies designed to engage learners in meaningful learning experiences

Evaluation Data Source(s) 1: 100% of RISD Campuses Meet Standard

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Implement Lead4ward strategies and protocols PK-12 focused on campus and central level leadership.	Deputy Superintendent Assistant Superintendent for Elementary & Secondary Executive Director for Professional Development	Performance Growth Goals Walkthrough Analytics				
System Safeguard Strategy 2) Identify 3-5 core strategies to promote continuous improvement	Assistant Superintendent for Elementary & Secondary Executive Director Special Student Services Director Dyslexia Programming ELL Director	Performance Growth Goals Web resources Professional Development Catalog Walkthrough Analysis				
Funding Sources: 199 - General Fund - \$0.00, 199 - State Compensatory Education - \$0.00						

<p>System Safeguard Strategy</p> <p>3) Provide professional development for all Pk-12 teachers on 3-5 core instructional strategies to promote continuous improvement in Special Education, Dyslexia, and ELL programs.</p>	<p>Assistant Superintendent for Elementary & Secondary</p> <p>Executive Director of Professional Learning</p> <p>Executive Directors of Elementary and Secondary C&I</p>	<p>Performance Growth Goals</p> <p>Professional Development Catalog & Feedback Surveys</p> <p>Walkthrough Analysis</p>				
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 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue








Goal 1: Students are highly engaged in their educational life.

Performance Objective 2: Integrate digital content and tools into instruction in meaningful ways to encourage student use of available resources to enhance learning

Evaluation Data Source(s) 2: Move as a district from Emerging to Proficient in overall measurement in the area of classroom on the BrightBytes Survey. This includes teacher and student use of the 4C's (Communication, Collaboration, Critical Thinking & Creativity), teacher and student Digital Citizenship skills, and using digital methods for assessment within the classroom.

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Continue to seek input from a variety of stakeholder to provide needs assessment, research, and action items for Technology to implement in accordance with the Technology Plan	Assistant Superintendent of Secondary	Research & Planning Documentation				
	Executive Director of Instructional Technology	Bright Bytes Survey Results				
Funding Sources: 199 - General Fund - \$0.00						
2) Enhance access to technology with increased number of devices to students	Assistant Superintendent of Secondary	Increased devices available				
	Executive Director of Instructional Technology	Bright Bytes Survey Results				
Funding Sources: 199 - General Fund - \$0.00						
3) Develop and maintain a dynamic parent information site to support We Grow 1:1 Initiative to include FAQs and parent/student resources	Assistant Superintendent of Secondary	Website Hits				
	Executive Director of Instructional Technology	Student Climate Survey Results				
	Chief Communications Officer	Staff Climate Survey Results Parent/Community Engagement Survey Results				

4) Provide differentiated professional development for all staff to ensure an effective technology implementation. (Twitter, Conference, Snack Attacks, etc)	Assistant Superintendent of Secondary Executive Director of Instructional Technology Executive Director of Professional Development	Professional Development Catalog Professional Development Survey Feedback Results				
5) Create parent workshops to support We Grow 1:1 Technology Initiative. Topics include: Digital footprint; Managing digital environment; Cybersafety at home	Assistant Superintendent of Secondary Executive Director of Instructional Technology Executive Director of Student Services	Workshop Dates and Topics Session Attendance Session Feedback				
6) Broaden the opportunities for students to take an on-line learning course.	Assistant Superintendent of Secondary Director of Counseling	# courses taken # courses offered % of students taking at least one online course				
Funding Sources: 199 - General Fund - \$0.00						
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue						










Goal 1: Students are highly engaged in their educational life.

Performance Objective 3: Create Pk-12 programing to support healthy life choices by students and staff

Evaluation Data Source(s) 3: 100% of students identify programs and levels of support available when in crisis

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Strengthen program for drug/alcohol awareness and prevention	Assistant Superintendent of Operations Assistant Superintendents of Elementary & Secondary Executive Director of Student Services	Program Description Student Climate Survey Results Staff Climate Survey Results				
2) Strengthen program of services for students identified at-risk for self-harm	Assistant Superintendent of Operations Assistant Superintendents of Elementary & Secondary Executive Director of Student Services	Program Description Teen Screen Results Student Climate Survey Results				
3) Evaluate and make recommendations to enhance current crisis support team and their identified continuum of services	Assistant Superintendent of Operations Executive Director of Student Services	Crisis Team Protocols				

4) Implement behavior support specialists (teacher and staff support)	Executive Director of Student Services Executive Director of Special Student Services	Discipline Data Report Student Climate Survey Results Staff Climate Survey Results Parent/Community Engagement and Climate Survey Results				
5) Ensure 100% of students have a school/home connection (club, extra curricular, activity, an adult at school)	Assistant Superintendents of Elementary & Secondary Executive Directors of Fine Arts & Athletics	Student Involvement Report				
6) Increase recess time in grades 3-5	Assistant Superintendent of Elementary	New elementary Master Schedule				
7) Implement health and wellness plan as recommended by the SHAC Committee	Assistant Superintendents of Elementary & Secondary Executive Directors of Elementary & Secondary C&I Director of Health, PE & Wellness	Wellness Plan Results Student Climate Survey Results Staff Climate Survey Results				
8) Ensure systems of support are provided to students at-risk including: a. Refugee/Asylees b. Homeless c. Foster Care	Assistant Superintendent of Operations Executive Director of Student Services	Program Descriptions Service Reports				
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue						


Goal 2: Profound curriculum is the foundation for learning.

Performance Objective 1: Align and maintain written, taught, and assessed curriculum at all grade levels and in all subject areas

Evaluation Data Source(s) 1: 100% of RISD Campuses Meet Standard

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Conduct a comprehensive Pk-12 Curriculum Audit and make revisions to written curriculum as prescribed by audit findings	Deputy Superintendent	Audit Findings				
	Assistant Superintendents of Elementary & Secondary	Action Plan to adjust curriculum according to Audit Findings				
2) Refine elementary curriculum & instructional strategies to: -embed technology integration -provide enrichment/challenge	Deputy Superintendent	Revised Curriculum				
	Assistant Superintendent of Elementary	Audit Findings				
	Executive Director of Elementary C&I	Performance Growth Goals				
	Curriculum Directors					
3) Refine secondary curriculum & instructional strategies targeting: -7th grade math -English I & English II -Innovative English II & III -7th & 8th Grade Science	Deputy Superintendent	Revised Curriculum				
	Assistant Superintendent of Secondary	Audit Findings				
	Executive Director of Secondary C&I	Student Performance Goals				
	Performance Growth Goals					
	Curriculum Directors					

4) Provides student intervention resources and training	Deputy Superintendent Assistant Superintendents of Elementary & Secondary Executive Directors of Elementary & Secondary Curriculum and Instruction	Professional Development Catalog Professional Develop workshop feedback and survey results Walkthrough Analysis Performance Growth Goals				
5) Embed Lead4ward supports, tools and resources into curriculum documents	Deputy Superintendent Assistant Superintendents of Elementary & Secondary Executive Directors of Elementary & Secondary Curriculum & Instruction Campus Principals	Walkthrough Analysis Curriculum Document Performance Growth Goals				
6) Create and use supports to assist teachers in answering PLC Questions	Deputy Superintendent Assistant Superintendents of Elementary & Secondary Executive Directors of Elementary & Secondary	Prioritized Curriculum Curated resources Teacher focus group results Performance Growth Goals PLC Reflections				

<p>7) Research and Identify a Pk-12 Writing Program</p>	<p>Deputy Superintendent</p> <p>Assistant Superintendents of Elementary & Secondary</p> <p>Executive Directors of Elementary & Secondary</p>	<p>Writing Program Identified</p> <p>Research & Data to support identified writing program</p>				
<p>8) Develop an implementation plan to include professional development and implementation schedule</p>	<p>Deputy Superintendent</p> <p>Assistant Superintendents of Elementary & Secondary</p> <p>Executive Directors of Elementary & Secondary</p>	<p>Implementation Schedule</p> <p>Teacher Feedabck</p>				


 = Accomplished
  = Continue/Modify
  = Considerable
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  = Discontinue


Goal 2: Profound curriculum is the foundation for learning.

Performance Objective 2: Integrate 21st Century learning and Texas College & Career Readiness (TCCR) skills and strategies into curriculum PK-12

Evaluation Data Source(s) 2: % of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal);

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) CCR Become a district where every student graduates with three college credits or a CTE certification or license a. Continue to increase opportunities for students to earn college credit through dual credit; increasing dual enrollment b. Continue to increase opportunities for students to earn college credit through AP c. Continue to increase opportunities for students to earn licenses and certifications after completing a sequence of courses d. Create additional CCR communication tools to assist students and parents in making educational decisions and to showcase district resources	Deputy Superintendent	Career Path Awareness Activities Conducted				
	Assistant Superintendent Secondary	Plan for Graduates				
		Strategic Relationships & Partnerships				
	Executive Director College & Career Readiness	# of dual credit courses attained; % of students taking at least one dual credit course				
	Executive Director of CTE	# of students with 3, 4 or 5 on AP exams; % of students with a passing AP score				
	Director of Guidance and Counseling	# of licenses; %of students obtaining a license # of certifications; % of students obtaining a certification				
		Total # of students graduating with dual-credit, AP hours, license or certification.				
Funding Sources: 199 - General Fund - \$0.00						



2) Continue to increase opportunities to increase career path awareness in elementary and junior high schools to promote college-going culture	Assistant Superintendents of Elementary, Secondary and Operations	List of New Certifications/License Opportunities Action Plan(s) to address student, parent & teacher awareness in understanding pathway options				
	Executive Director of Student Services	Tech Titans Reflections				
	Executive Director of CTE	# of students declaring each endorsement in 4 year graduation plans				
	Director of Guidance of Counseling	Naviance 6 yr plans for every student				
Funding Sources: 199 - General Fund - \$0.00						
3) Continue to monitor National Clearinghouse data for college enrollment and completion.	Executive Director College & Career Readiness	Increase of students completing college or postsecondary program on time as defined by National Clearinghouse				
	Funding Sources: 199 - General Fund - \$0.00					
4) Assess students for college readiness at district expense as follows: a. Grade 8 ACT Aspire Summative b. Grade 9 Pre-ACT c. Grade 10 TSI d. Grade 11 ACT with writing	Deputy Superintendent	Student results and analysis				
	Assistant Superintendent Secondary	Increase in # of students meeting ACT/TSI benchmark for being college ready				
	Executive Director College & Career Readiness	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
5) Develop and implement a strategic walk-through system (electronic system with monitoring feature) to assist campus administrators in assessing the delivery of curriculum with 21st century, engaging student lessons	Deputy Superintendent	Walk-through Documents (# of walkthroughs by administrators; # of walkthroughs for each teacher)				
	Assistant Superintendents	Staff and Student Climate Survey				
	Elementary & Secondary Campus Administrators	Increase in staff positive response to TTESS and receiving meaningful feedback				
Funding Sources: 199 - General Fund - \$0.00						
						


Goal 2: Profound curriculum is the foundation for learning.

Performance Objective 3: Enhance Career & Technical (CTE) opportunities for students

Evaluation Data Source(s) 3: % of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal) Goal: 50%

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Implement Year 3 of the 5-Year CTE Strategic Plan	Assistant Superintendent of Secondary	Strategic Relationships & Partnerships CTE Curriculum Enhancements				
	Executive Director of CTE	New Certifications & Licenses Available CTE, Hiring/Retention information # of students graduating in each endorsement				
Funding Sources: 199 - General Fund - \$0.00						
2) Expand RISD RealSpace Program	Superintendent	Increase of RealSpace Programs available to students				
	Deputy Superintendent	Student enrollment in RealSpace Programs				
	Assistant Superintendent of Secondary					
	Executive Director of CTE					
3) Implement RISD & City of Richardson Summer Internship Program	Superintendent	# of students applied to program				
	Deputy Superintendent	# of business partners committed to host an intern				
	Assistant Superintendent of Secondary	# of students placed in program Website and communication hub for program				
	Executive Director of CTE					

4) Utilize partnership with Tech Titans to strengthen STEM Program PK-12	Deputy Superintendent Assistant Superintendent of Secondary Executive Director of CTE Director of Guidance and Counseling	Increase of students identifying STEM as pathway Student Climate Survey Response				
5) Research and make recommendations to implement PTECH model	Deputy Superintendent Assistant Superintendent of Secondary Executive Director of CTE Executive Director of CCR	Program Recommendations Potential PTECH Action Plan				
6) Develop and implement a communication and marketing effort to inform students, parents and community on the benefits of a career pathway and CTE licenses/certifications	Assistant Superintendent of Secondary Executive Director of CTE Director of Guidance and Counseling Chief Communications Officer	Increase in # of students completing pathways Increase in positive student response on climate survey related to relevant courses				
7) Create district curriculum for all CTE courses	Assistant Superintendent of Secondary Executive Director of CTE	Completed Scope & Sequence Completed exemplar lessons for teachers				

 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue


Goal 2: Profound curriculum is the foundation for learning.

Performance Objective 4: Develop a K-12 Literacy focus.

Evaluation Data Source(s) 4: 100% of RISD Campuses Meet Standard
% of students who graduate with 3 hours of AP, Dual-Credit, License or Certification

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Integrate best practices to support literacy across the curriculum	Assistant Superintendents of Elementary and Secondary	List of best practices Walkthrough Analysis Performance Growth Goals				
	Executive Directors of Elementary and Secondary Curriculum & Instruction	Evidence of best practices in curriculum documents				
Funding Sources: 199 - General Fund - \$0.00						
2) Continue to offer professional development workshops for district wide day and after school professional development to support literacy across the curriculum	Executive Directors of Elementary and Secondary Curriculum & Instruction	Professional Development Catalog Record of Attendance Workshop Feedback				
	Elementary and Secondary Curriculum Directors	Walkthrough Analysis				
	Executive Director of Professional Learning	Performance Growth Goals				
	Funding Sources: 199 - General Fund - \$0.00					

3) Provide on-going effective professional development to principals to support literacy across the curriculum (Lead4Ward)	Assistant Superintendents of Elementary and Secondary Executive Directors of Elementary and Secondary	Workshop Feedback Walkthrough Analysis Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
4) Create a curated resource center to support literacy across the curriculum, including digital literacy.	Assistant Superintendents of Elementary and Secondary Executive Directors of Elementary and Secondary Curriculum & Instruction Chief Communications Officer	Curated Resource Center # of teachers accessing resource center Walkthrough Analysis Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
						


Goal 3: RISD has high performing, student focused teachers and leaders

Performance Objective 1: Hire certified, qualified and dedicated staff from different cultural and ethnic backgrounds

Evaluation Data Source(s) 1: Increase in diverse demographic representation in RISD hiring

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Conduct salary study and make recommendations to support RISD becoming an "employer of choice"	Deputy Superintendent	Results of Salary Study				
	Assistant Superintendent Human Resources Superintendent's Advisory Council	Action Plan to Address results of Salary Study Decrease in turnover; Increase in Retention rates; Increase in years of teaching experience; Increase in diversity of staff hired				
Funding Sources: 199 - General Fund - \$0.00						
2) Continue to support the TTESS implementation through professional development and support resources to teachers and administrators	Assistant Superintendents of Elementary, Secondary and Human Resource	Walkthrough data analysis Staff Survey/Formative Feedback TTESS Final Evaluations				
	Executive Directors Human Resources, Elementary, Secondary and Professional Development	Goal Attainment Increase teacher feedback on Climate Survey to positive response of 90%				
3) Continue to support the development of Effective Leadership through TPESS	Assistant Superintendents of Elementary, Secondary and Human Resource	TPESS Final Evaluations Goal Attainment				
	Executive Directors of Human Resources, Elementary, Secondary and Professional Development	Increase positive principal feedback on Climate Survey to 90% (supervisor provides meaningful feedback)				


4) Evaluate and make recommendations to enrich RISD recruiting program including offering "open contracts" to highly-qualified staff	Deputy Superintendent Assistant Superintendent of Human Resources	Completed Action Plan Increase in number of applicants Increase in experience of applicants hired Decrease in open positions in summer of 2018				
5) Partner with Commit to determine RISD's most effective teachers and identify the best practices used in those classrooms	Deputy Superintendent Assistant Superintendent of Human Resources Executive Directors of Human Resources	Commit Action Plan Decrease in turnover; Increase in retention rate; Increase in years of experience of RISD teachers				
6) Expand the Early Teaching Internship Program (Grow your Own model)	Assistant Superintendent of Human Resources Executive Director of Recruiting, Mentoring, Development and Retention	# of students in Teaching Internship Program				
7) Utilize a variety of social media mediums to attract and recruit diverse, highly-qualified teaching and support staff	Deputy Superintendent Assistant Superintendent of Human Resources Executive Director of Recruiting, Mentoring, Development and Retention Chief Communications Officer	Increase in # of applicants for open positions				
						

Goal 3: RISD has high performing, student focused teachers and leaders

Performance Objective 2: Seek employee input and feedback from RISD staff to inform decision making

Evaluation Data Source(s) 2: Increase in positive response rate of staff in focus group response and/or staff survey responses

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Continue to seek employee input via Staff Climate Survey and maintain greater than or equal to 85% participation rate	Deputy Superintendent Assistant Superintendent Human Resources Executive Director Accountability & Continuous Improvement	Staff Climate Survey Results Greater than or equal to 85% Participation Rate				
Funding Sources: 199 - General Fund - \$0.00						
2) Provide support to campuses as they engage in activities designed to address topics specific to campus needs based on survey data to maintain positive staff perception in the following areas: Transportation Feedback TTESS Feeling supported by supervisor	Assistant Superintendents Operations, Human Resources, Elementary & Secondary Executive Director Accountability & Continuous Improvement Executive Director of Professional Learning	Staff Climate Survey Results Perceptions greater than or equal to 90% Positive Response (Strongly Agree/Agree) for Transportation, Feedback TTESS and Feeling Supported by Supported by supervisor				
Funding Sources: 199 - General Fund - \$0.00						
						








Goal 3: RISD has high performing, student focused teachers and leaders

Performance Objective 3: Provide necessary professional development to successfully implement the 2020 Vision

Evaluation Data Source(s) 3: Increase in positive response rate by staff on professional development session evaluation responses (True North Logic Evaluation)

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p>System Safeguard Strategy 1) Continue to provide professional development in all curricular areas to enhance instructional strategies</p>	<p>Assistant Superintendents Elementary & Secondary</p> <p>Directors Curriculum & Instruction Elementary & Secondary</p> <p>Executive Director of Professional Learning</p>	<p>Number of Sessions & Participants feedback</p> <p>Performance Growth Goals</p>				
<p>System Safeguard Strategy 2) Continue to provide professional development for instructional staff to support students with disabilities</p>	<p>Executive Director Special Student Services</p> <p>Executive Director of Professional Development</p>	<p>Number of Sessions & Participants</p> <p>Performance Growth Goals</p>				
Funding Sources: 199 - General Fund - \$0.00						
<p>3) Ensure all G/T teachers complete required G/T training</p>	<p>Executive Director College & Career Readiness</p> <p>Executive Director of Professional Development</p> <p>Director Advanced Academic Studies</p>	<p>G/T Training Documentation</p>				

<p>4) Continue to provide professional development to support the following district focus areas:</p> <p>a. Professional Learning Communities (4 Questions)</p> <p>b. Lead4Ward Strategies for planning instruction and data analysis</p> <p>c. Technology Integration</p>	<p>Deputy Superintendent</p> <p>Assistant Superintendents of Elementary and Secondary</p> <p>Executive Director of Professional Development</p> <p>Directors Curriculum & Instruction Elementary & Secondary</p> <p>Campus Administrators</p> <p>Executive Director of Instructional technology</p>	<p>Number of Sessions & Participants</p> <p>Walkthrough data analysis</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00, 211 - Title I, Part A - \$0.00</p>						
<p>5) Assess effectiveness of individual professional development sessions to ensure that sessions meet the needs of at least 90% of participants</p>	<p>Executive Director of Professional Development</p>	<p>Professional Development Evaluation</p> <p>Increase teacher positive response on professional development survey and on district climate survey</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>6) Implement New Teacher Academy for teachers with 0 years experience</p>	<p>Executive Director of Professional Development</p> <p>Executive Director of Retention, Recruiting and Mentoring</p>	<p>Increased retention of 0 year teachers to RISD</p> <p>Increased positive response to RISD mentoring survey in all areas</p>				
<p>7) Implement Grow RISD Conference annually to support teacher's TTESS goals and RISD district areas of focus</p>	<p>Executive Director of Professional Learning</p>	<p># of teachers attending</p> <p>Increased positive response to 90% related to quality of professional development/support provided to teachers</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						








Goal 3: RISD has high performing, student focused teachers and leaders

Performance Objective 4: Strengthen the leadership capacity of central and campus administrators.

Evaluation Data Source(s) 4:

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Redesign REV meetings to strengthen instructional capacity of campus/central administrators in the areas of: a. PLC (4 Questions) b. Lead4Ward Strategies c. TTESS d. Feedback	Superintendent Deputy Superintendent Assistant Superintendents of Elementary & Secondary Executive Director of Professional Development	Principal Feedback Meeting Agendas Performance Growth Goals Increase positive response on climate survey				
2) Implement monthly meetings to address operational leadership capacity of campus/central administrators in the areas of: a. School safety b. Campus discipline & Drop-Out Rates c. District operations	Deputy Superintendent Assistant Superintendents of Elementary, Secondary Operations, Finance and Communications Executive Director of Professional Development	Principal Feedback Increased positive response on climate survey by principals (feeling supported by supervisor; I have the necessary materials/supports to successfully do my job)				
3) Create choice professional development options for principals to address TPESS goals	Deputy Superintendent Executive Director of Professional Development	TPESS Goals Attained Principal Feedback Increased positive response on climate survey by principals (feeling supported by supervisor; have the necessary materials/supports to successfully do my job)				

4) Central administrators will visit campuses weekly and provide quality, timely feedback to campus administrator	Superintendent Deputy Superintendent Assistant Superintendents and Chief Officers	Campus Visit Logs Increased positive response on climate survey by staff (feeling supported by supervisor)				
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue						

Goal 4: RISD ensures excellence in operations.

Performance Objective 1: Operate in a fiscally responsible, effective, and efficient manner in all financial matters to ensure adequate resources to support continuous improvement in student achievement

Evaluation Data Source(s) 1: Maintain district FIRST rating; maintain district bond rating

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Benchmark cost per pupil by function with select districts to compare efficiency of current allocation of resources	Chief Financial Officer	Analysis of Benchmark Data				
	Funding Sources: 199 - General Fund - \$0.00					
2) Maintain Multi-Year Financial Plan to project future needs	Chief Financial Officer	Maintenance of Multi-Year Financial Plan				
	Funding Sources: 199 - General Fund - \$0.00					
3) Seek stakeholder input regarding budget recommendations at least once per year	Chief Financial Officer	Budget Review Team (BRT) Meeting & Recommendations				
	Funding Sources: 199 - General Fund - \$0.00					
4) Communicate the 2017-18 budget planning timeline	Chief Financial Officer	Timeline, communications				
	Funding Sources: 199 - General Fund - \$0.00					
5) Recommend district operating budget for approval in June	Chief Financial Officer	Approval of Budget				
	Funding Sources: 199 - General Fund - \$0.00					
6) Manage Bond 2016 expenditures & Create and communicate calendar for bond expenditures	Chief Financial Officer	Completion of Scheduled Bond Projects				
	Funding Sources: 199 - General Fund - \$0.00					
						

Goal 4: RISD ensures excellence in operations.


Performance Objective 2: Provide a safe, comfortable, and well-maintained environment at all campuses

Evaluation Data Source(s) 2: Increased positive response rate from internal and external stakeholders in focus group and/or survey responses;

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Monitor effectiveness of security systems and processes on all campuses on a continual basis throughout year (announced and unannounced walkthroughs/observations)	Assistant Superintendent of Operations	Completion of Yearly Review				
	District Safety Officer Campus Administrators Facilities Services					
Funding Sources: 211 - Title I, Part A - \$0.00						
2) Perform safety audits include RPD on campuses on three-year-cycle (or as necessary based on changing circumstances); Develop, implement, and report recommendations for improvement based on audit results	Assistant Superintendent of Operations	Annual Audits & Recommendations				
	District Safety Office Campus Administrators Elementary & Secondary Executive Directors					
Funding Sources: 199 - General Fund - \$0.00						
3) Maintain District Crisis Plan on-line with yearly training for campus administrators throughout school year (monthly)	Assistant Superintendent of Operations	Annual Training Dates & Protocols				
	Student Services					
Funding Sources: 199 - General Fund - \$0.00						

4) Provide periodic practice of emergency procedures at all campuses throughout the year	Assistant Superintendent Operations District Safety Officer Campus Administrators Elementary & Secondary Executive Directors	Emergency Drills & Recommendations				
Funding Sources: 199 - General Fund - \$0.00						
5) Conduct a mock crisis drill with Richardson Police Department and provide follow-up review and training of crisis protocols	Assistant Superintendent of Operations Assistant Superintendents of Elementary and Secondary Executive Director of Student Services	Completed Mock Drill Video/Reflections of Mock Drill				
6) Update handbooks to include crisis plan for RISD new facilities and review with RPD	Assistant Superintendent of Operations Executive Director of Student Services	Updated crisis plans RPD Feedback				
7) Complete a district facility capacity study	Assistant Superintendent Operations Executive Director Facilities Services	Facility Capacity Document				
Funding Sources: 199 - General Fund - \$0.00						
8) Maintain a high level of facilities managements and consistency in facilities learning environment	Assistant Superintendent of Operations Executive Director of Facilities Management	Increase of positive response on staff and student climate survey regarding quality of learning environment				
Funding Sources: 199 - General Fund - \$0.00						


9) Create a transportation action plan	Assistant Superintendent of Operations Director of Transportation	Increase positive result of climate survey for transportation				
10) Research and create an implementation timeline to employ district staff to add additional transportation routes	Assistant Superintendent of Operations Chief Financial Officer Assistant Superintendent of Human Resources	Increase positive result of climate survey from transportation				
11) Update protocol to determine crossing guard locations and staffing	Assistant Superintendent of Operations Executive Director of Student Services City of Dallas and City of Richardson	Recommendations and protocols for crossing guard hiring/locations Log of meetings held				
						

Goal 4: RISD ensures excellence in operations.

Performance Objective 3: Ensure all business, human resources and student information systems meet the needs of students, staff and parents.

Evaluation Data Source(s) 3:

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Create a Request for Proposal for Business Software Solution	Assistant Superintendents for Human Resources and Operations Chief Financial Officer	RFP Posted				
2) Make recommendations for new system implementation based upon results from RFP	Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Recommendation made and Board approval of proposed solution				
3) Create implementation timeline for new system upgrades based upon results from RFP and staff recommendations	Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Completed Timeline and Implementation Plan Evidence of communication to all staff impacted by implementation				
						

Goal 5: Student Performance



Performance Objective 1: Improve student performance and ensure 100% of campuses are rated "Met Standard"


Evaluation Data Source(s) 1: 100% of campuses meet standard; meet or exceed district performance growth goals
 Performance Growth Goals are based on 100%-Current Performance divided by 4. (100-82=18/4=5% Growth Goal)







Summative Evaluation 1:

TEA Priorities: 4. Improve low-performing schools.

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
System Safeguard Strategy 1) Provide training to campus and central leadership in best instructional practices through Lead4Ward Training. a. Lead4Ward 101 Training b. Data and Analysis c. Planning Instruction	Deputy Superintendent	STAAR State Assessment Results				
	Assistant Superintendents of Elementary and Secondary Executive Director of Professional Development	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
System Safeguard Strategy 2) Design and deliver content specific professional learning aligned with district identified needs; TEKS & Blueprint Training (Lead4ward)	Deputy Superintendent	Professional Development Evaluation Results				
	Assistant Superintendents of Elementary and Secondary Executive Director of Professional Development	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						

<p>System Safeguard Strategy</p> <p>3) Utilize district-wide professional development days to support and train teachers how to analyze data to inform instructional decisions in the classroom</p>	<p>Assistant Superintendents of Elementary and Secondary</p> <p>Executive Director of Professional Development</p>	<p>Professional Development Evaluation Results</p> <p>Inclusion of strategies in Campus Plan based on data</p> <p>Walkthrough analysis</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>System Safeguard Strategy</p> <p>4) Provide teachers with choice professional development opportunities to support their knowledge in identified areas of growth either through self-assessment or data analysis</p>	<p>Executive Director of Professional Development</p>	<p>TTESS Refinement Activities</p> <p>Professional Development Evaluation Results</p> <p>Performance Growth Goals</p> <p>Grow RISD Conference attendance and feedback</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>System Safeguard Strategy</p> <p>5) Provide professional development to teachers on intervention strategies (Lead4Ward Strategies)</p>	<p>Executive Directors of Elementary and Secondary Curriculum and Instruction</p>	<p>Professional Development Evaluation Results</p> <p>Walkthrough Analysis</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>6) Provide training on Performance Matters to ensure implementation across the district</p>	<p>Deputy Superintendent</p> <p>Executive Director Staff Development</p> <p>Executive Director Accountability Assistant Superintendent</p> <p>Elementary and Secondary</p> <p>Executive Directors Elementary and Secondary</p>	<p>Professional Development Evaluation</p> <p>Results/End of Year Review</p> <p>Data Meetings as scheduled by Central Office Staff</p> <p>Performance Growth Goals</p> <p>Staff Climate Results</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						

<p>7) Instructional Delivery/Curriculum Refinement</p> <p>Continue to refine curriculum to assure tight alignment with the written, taught, and tested curriculum</p>	<p>Executive Directors of Elementary and Secondary Curriculum and Instruction</p> <p>Curriculum Directors and Specialists</p>	<p>Review of item analysis of district assessments administered each 9 weeks</p> <p>Evidence of Lead4Ward Strategies</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>System Safeguard Strategy</p> <p>8) Deploy specialist support to meet the varying needs of campuses across the district</p>	<p>Elementary and Secondary Assistant Superintendents</p> <p>Elementary & Secondary Curriculum Directors</p>	<p>District Intervention Team will identify IR and Priority Campus needs, create a plan for support, and implement plan, adjust plan as needed</p> <p>Review of student performance data each 9 weeks</p> <p>Staff Feedback</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>System Safeguard Strategy</p> <p>9) Monitoring/Accountability</p> <p>Evaluate and monitor all student groups measured for accountability</p>	<p>Assistant Superintendents of Elementary and Secondary</p> <p>District and Campus Staff</p>	<p>Improved Student Performance on state required assessments (STAAR, TELPAS)</p> <p>Review of student performance data by student groups each 9 weeks</p> <p>Review of student performance data by student groups by teacher each 9 weeks</p> <p>Data Meetings as called by Central Office Staff</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						

<p align="center">System Safeguard Strategy</p> <p>10) Review state assessment results and identify instructional strengths and weaknesses</p>	<p>Assistant Superintendent of Elementary and Secondary</p> <p>District and Campus Staff</p>	<p>Implementation Plan & Results</p> <p>Review of student performance data each 9 weeks</p> <p>Review of item analysis each 9 weeks</p> <p>Review of student group performance each 9 weeks</p> <p>Review of student group performance by teacher each 9 weeks</p> <p>TTESS refinement activities</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00, 211 - Title I, Part A - \$0.00, 199 - State Compensatory Education - \$0.00</p>						
<p>11) Research, design and implement teacher academy for new/new to RISD elementary teachers to support reading instruction</p>	<p>Deputy Superintendent</p> <p>Assistant Superintendent of Elementary</p> <p>Executive Director of Elementary Curriculum & Instruction</p>	<p>iSIP increase</p> <p>Reduction in number of students served through Tier II and Tier III in reading</p> <p>Walkthrough Analysis</p>				
<p align="center">  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						








Goal 5: Student Performance

Performance Objective 2: Increase District Graduation Rate from 88.3% to 92%

Evaluation Data Source(s) 2: District graduation rate meets or exceeds district performance growth goal

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Provide comprehensive training in the following areas: a. Cultural awareness/Proficiency b. Understanding Poverty training	Deputy Superintendent	Implementation Plan and Timeline				
	Assistant Superintendents Elementary & Secondary	Dropout Rate				
	Executive Directors Elementary and Secondary	Graduation Rate				
	Campus Administrators	Student Survey Results				
		Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
2) Provide teachers with professional development on positive behavior intervention supports (PBIS)	Executive Director of Student Services	# of discipline referrals; % decrease of student discipline referrals				
	District and Campus Staff	Implementation Plan and Timeline				
		Focus data analysis (Triggers & Interventions)				
Funding Sources: 199 - General Fund - \$0.00						
3) Provide PD on Tier I and Tier II Behavior Management Techniques and Strategies	Executive Director of Student Services	Professional Development				
	District and Campus Staff	Evaluation Results				
		# of discipline referrals; % decrease of student discipline referrals				
Funding Sources: 199 - General Fund - \$0.00						

<p>System Safeguard Strategy</p> <p>4) Provide teachers with professional development on research-based Response to Intervention strategies (RTI)</p>	<p>Assistant Superintendents Elementary and Secondary</p> <p>Executive Director of Special Student Services</p> <p>Campus Administrators/Staff</p>	<p>RTI services implemented</p> <p>Student performance results</p> <p>Performance Growth Goals</p>				
<p>5) Continue to strengthen and expand Edgenuity on all campuses for credit recovery</p>	<p>Deputy Superintendent</p> <p>Assistant Superintendent Secondary</p> <p>Executive Directors Secondary</p> <p>Director of Guidance and Counseling</p> <p>Campus Administrators</p>	<p>End of Course results</p> <p># credits recovered</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>6) Strengthen school to work programs and participation through CTE pathways</p>	<p>Executive Director of CTE</p>	<p>Implementation Plan and Timeline</p> <p># of students participating in work programs</p>				
<p>7) Ensure monitoring of students at risk of losing credits</p>	<p>Campus Administrators/Staff</p> <p>Executive Directors Secondary</p> <p>Assistant Superintendent Secondary</p>	<p>End of Course Results</p> <p>Meeting to discuss status of students</p> <p># of students behind on credit attainment; % of students behind on credit attainment</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						

Goal 5: Student Performance







Performance Objective 3: Maintain ACT percentage at 25%

Evaluation Data Source(s) 3: District ACT performance meets or exceeds district performance growth goal

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Create a culture of academic rigor for all students	Deputy Superintendent	TTESS				
	Assistant Superintendent Secondary	Student Performance review each 9 weeks				
	Executive Directors Secondary	% of students meeting ACT/TSI benchmark for college readiness				
	Campus Administrators/Staff					
Funding Sources: 199 - General Fund - \$0.00						
2) Create a student conferencing system related to college and career readiness	Director of Guidance and Counseling	Conferences held				
	District and Campus Staff	# of students graduating with each endorsement; % of students graduating with each endorsement				
		Increased parent and student positive climate survey results				
		Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
3) Utilize ACT assessments 7-12.	Executive Director of CCR	ACT results review				
	Executive Director of Secondary Curriculum and Instruction	Professional Development Evaluation Results				
		Performance Growth Goals				
		% of students meeting ACT benchmark for college readiness				
Funding Sources: 199 - General Fund - \$0.00						

4) Embed ACT standards into RISD curriculum documents.	Executive Director College and Career Readiness Assistant Superintendent Secondary Executive Directors Secondary and Curriculum & Instruction	Curriculum documents Evaluation Results STAAR/EOC results Walk-through observation data Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
5) Provide detailed curriculum resources aligned with college and career readiness standards to secondary campuses	Executive Director College and Career Readiness Executive Director of Secondary C&I	Curriculum Review Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
6) Support teachers with implementation of strategies to support college and career readiness standards	Executive Director College and Career Readiness Instructional Specialists Campus Administrators/Staff Executive Directors Secondary Assistant Superintendent Secondary	Implementation Plan and Timeline Walk-through data Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						


<p>7) Provide secondary principals, curriculum directors, specialists and instructional coaches training on ACT data analysis and what to look for in ACT targeted classrooms</p>	<p>District and Campus Staff</p> <p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent Secondary</p> <p>Executive Directors Secondary</p>	<p>Professional Development</p> <p>Evaluation Results</p> <p>Walk-through observation data</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>8) Monitoring, Compilation, Analysis, and use of Data</p> <p>Analyze student data to drive curricular and instructional decisions (embedded in PLC process)</p>	<p>Campus Administrators/Staff</p> <p>Executive Director of Secondary Curriculum and Instruction</p> <p>Executive Directors Secondary</p> <p>Assistant Superintendent Secondary</p>	<p>Student Performance review each 9 weeks</p> <p>STAAR results/EOC results/TELPAS results</p> <p>PLC agendas, minutes</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>9) Research and collaborate with ACT high performing districts (Coppell, Phoenix, Irving, Cy-Fair, LaJoya)</p>	<p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent Secondary</p>	<p>Implementation Plan and Timeline</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						

Goal 5: Student Performance

Performance Objective 4: Maintain student performance on SAT and remain above state and nation as we transition into the new SAT

Evaluation Data Source(s) 4: District SAT performance meets or exceeds district performance growth goals

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Increase National Merit Finalists: Provide National Merit information sessions for parents regarding benefits Provide training for counselors, teachers and administrators a. on the National Merit System and student outreach strategies	Executive Director College and Career Readiness Campus Administrators/Staff Executive Directors Secondary Assistant Superintendent Secondary	National Merit Finalist Reporting Performance Growth Goals				
	Funding Sources: 199 - General Fund - \$0.00					
2) Implement Superintendent Scholar Program designed to identify potential NMSQT qualifers	Executive Director College and Career Readiness Campus Administrators/Staff Executive Directors Secondary Assistant Superintendent Secondary	Implementation Plan and Results Performance Growth Goals				
	Funding Sources: 199 - General Fund - \$0.00					

3) Utilize College and Career Coordinators and Counselors to support Superintendent Scholars from early identification through qualification process	Campus Administrators/Staff	Implementation Plan and results				
	Executive Director College and Career	Performance Growth Goals				
	Executive Directors Secondary					
	Assistant Superintendent Secondary					
	Director of Guidance and Counseling					
Funding Sources: 199 - General Fund - \$0.00						
= Accomplished = Continue/Modify = Considerable = Some Progress = No Progress = Discontinue						




Goal 5: Student Performance

Performance Objective 5: Increase AP Participation to 94% and AP passing rate to 60%

Evaluation Data Source(s) 5: % of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal); District will meet or exceed district performance growth goal

Summative Evaluation 5:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Provide districtwide professional development on district-wide definition of Pre-AP and anchoring philosophy to all internal and external stakeholders	Campus Administrators/Staff	Professional Development				
	Executive Director College and Career Readiness Executive Directors Secondary Assistant Superintendent Secondary	Evaluation Results Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
2) Require all AP and Pre-AP teachers to attend College Board Summer Training at least once every four years	Executive Director College and Career Readiness	Professional Development				
	Campus Administrators Executive Directors Secondary Assistant Superintendent Secondary	Evaluation Results Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						

3) Require all new teachers to attend College Board Summer Training	Campus Administrators	Professional Development Evaluation Results				
	Executive Director College and Career Readiness Assistant Superintendent Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
4) Provide teachers, principals, counselors and parents with informational sessions regarding AP potential	Executive Director College and Career Readiness	Implementation plan and timeline				
	Assistant Superintendent Secondary Executive Directors Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
5) Continue to refine the district-wide aligned AP scope and sequence and curriculum-based assessments	Curriculum/Assessment Department	Implementation Plan and Results				
	Executive Directors Secondary Assistant Superintendent Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
6) Analyze student AP data to drive curricular and instructional decisions (embedded within PLC's)	Campus Administrators/Teachers	Evidence of 4 PLC Questions				
	Executive Directors Secondary Assistant Superintendent Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
7) Utilize calibrated walkthroughs to ensure implementation of the College Board Curriculum	Campus Administrators	Walk-through documents and data				
	Executive Directors Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						

8) Continue to utilize common unit assessments/benchmarks to provide formative feedback to teachers, campus and district support personnel	Deputy Superintendent	Evidence of 4 PLC Questions				
	Assistant Superintendent Secondary	Item analysis				
	Executive Directors Secondary	STAAR results				
		TELPAS results				
		Performance Growth Goals				
Funding Sources: 199 - General Fund - \$0.00						
= Accomplished = Continue/Modify = Considerable = Some Progress = No Progress = Discontinue						



Goal 5: Student Performance


Performance Objective 6: Increase Dual Credit Enrollment

Evaluation Data Source(s) 6: % of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal); District will meet or exceed district performance growth goal

Summative Evaluation 6:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Provide on-going training for counselors, teachers and principals on the design of dual credit offerings	Executive Director of College and Career Readiness	Professional Development Evaluation Results				
	Campus Administrators	Performance Growth Goals				
	Executive Directors Secondary					
	Assistant Superintendent Secondary					
	Director of Guidance and Counseling					
Funding Sources: 199 - General Fund - \$0.00						
2) Communicate with parents and students the design of the new dual credit program a. Benefits of dual credit b. Qualifications for dual credit c. Process for enrollment into dual credit	Campus Administrators/Staff	Implementation Plan and Results Performance Growth Goals				
	Executive Director College and Career Readiness					
	Assistant Superintendent Secondary					
	Executive Directors Secondary					
Funding Sources: 199 - General Fund - \$0.00						

3) Create professional development in support for dual credit and OnRamps (University of Texas Blended dual-credit courses) for teachers	Executive Director College and Career Readiness	Professional Development Evaluation Results				
	Assistant Superintendent Secondary	% of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal)				
	Executive Directors Secondary					
	Campus Administrators					
Funding Sources: 199 - General Fund - \$0.00						
4) Strengthen and establish new partnerships with Higher Ed partners including DCCCD, UTD, and UT	Executive Director College and Career Readiness	Implementation Plan and Results Performance Growth Goals				
	Executive Director of CTE					
	Assistant Superintendent Secondary					
Funding Sources: 199 - General Fund - \$0.00						
5) Develop parent information and marketing resource center at each high school campus for all advanced academics offerings	Executive Director College and Career Readiness	Implementation Plan and Results Performance Growth Goal				
	Campus Administrators/Staff					
	Assistant Superintendent Secondary					
	Executive Directors Secondary					
Funding Sources: 199 - General Fund - \$0.00						
6) Administer TSI to all 10th grade students	Executive Director College and Career Readiness	Implementation Plan and Results Performance Growth Goals				
	Assistant Superintendent Secondary					
	Campus Administrators					
Funding Sources: 199 - General Fund - \$0.00						

7) Research and develop implementation timeline for ECHS and P-TECH models at all 4 high schools	Executive Director of CCR Executive Director of CTE Deputy Superintendent Assistant Superintendent of Secondary	Action Plan for Implementation				
						


Goal 5: Student Performance


Performance Objective 7: Increase student performance for the following student groups; Special Education, English as a Second Language and other student groups identified in needs of improvement








Evaluation Data Source(s) 7: 100% of identified students meet district growth goals.

Summative Evaluation 7:

TEA Priorities: 4. Improve low-performing schools.

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p>System Safeguard Strategy 1) Monitor special programs such as BE/ESL, CTE, Federal Safeguards, and Special Education</p>	<p>Assistant Superintendent of Elementary and Secondary District and Campus Staff</p>	<p>Improved Student Performance on TELPAS and STAAR Review student group performance by 9 weeks Review of student performance data by student groups by teacher each 9 weeks Item analysis review each 9 weeks Data Meetings as called by Central Office Staff PBMAS Action Plan Performance Growth Goals</p>				
<p>Funding Sources: 199 - State Compensatory Education - \$0.00, 211 - Title I, Part A - \$0.00, 199 - General Fund - \$0.00</p>						

<p align="center">System Safeguard Strategy</p> <p>2) Evaluate ARD, LPAC, 504, and other district leadership committee decisions concerning state assessments and interventions</p>	<p>Executive Director of Special Student Services</p> <p>Executive Directors of Elementary and Secondary Curriculum and Instruction</p>	<p>Implementation Plan & Results</p> <p>Student use of technology programs (Usage report)</p> <p>Intervention calendar, students attending, review of student progress</p> <p>Monitoring of plan implemented at the campus level by District Staff</p> <p>Data Meetings as called by Central Office Staff</p> <p>Student Success on individual plan created by campus committees each 9 weeks</p> <p>PBMAS Action Plan</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00, 199 - State Compensatory Education - \$0.00, 211 - Title I, Part A - \$0.00</p>						
<p align="center">System Safeguard Strategy</p> <p>3) Target missed state system safeguards in all identified areas</p>	<p>Assistant Superintendents of Elementary and Secondary</p> <p>District & Campus staff</p>	<p>PBMAS Action Plan</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - \$0.00, 199 - State Compensatory Education - \$0.00</p>						
<p>4) Provide all secondary special education teachers on Lead4ward strategies (strategies targeted to meet the needs of learners served through special ed)</p>	<p>Deputy Superintendent</p> <p>Executive Director of Special Student Services</p>	<p>Training Participation</p> <p>Professional Development Feedback</p> <p>Performance Growth Goals</p> <p>PBMAS Action Plan</p>				
<p align="center">System Safeguard Strategy</p> <p>5) Continue to provide professional development for instructional staff to support ELL students</p>	<p>Assistant Superintendents of Elementary and Secondary</p> <p>Directors Elementary & Secondary ESL</p>	<p>Number of Sessions & Participants</p> <p>TELPAS results</p> <p>Performance Growth Goals</p> <p>PBMAS Action Plan</p>				
<p>Funding Sources: 199 - General Fund - \$0.00</p>						



6) Continue to provide professional development for instructional staff on dyslexia and present Dyslexia Modules to all new employees	Assistant Superintendents of Elementary & Secondary Director Dyslexia Programming Executive Director of Professional Development Campus Administrators	Number of sessions and Participants				
Funding Sources: 199 - General Fund - \$0.00						
7) Provide targeted reading intervention for students in special education or ESL identified with specific reading deficits (iStation, Language Live, LLI, Reading Mastery/Corrective Reading)	Deputy Superintendent Executive Director of Special Student Services Assistant Superintendents of Elementary & Secondary	Performance Growth Goals Accelerate Reading Skills (iSip K-8) Reading Assessment Inventories (9-12) PBMAS Action Plan				
8) Equip all special education teachers with training on 3-5 core instructional strategies	Executive Director of Special Student Services	Performance Growth Goals Walkthrough Analysis PBMAS Action Plan				
9) Targeted programming for specific student needs including academic and social/emotional (Structured Classrooms, Development Classrooms, Behavioral Program)	Executive Director of Special Student Services Deputy Superintendent	IEP Goal Attainment				
10) Train campus teams to better identify and accommodate student's with disabilities served through 504	Deputy Superintendent Executive Director of Special Student Services	Performance Growth Goals Student/Parent Feedback Campus Team Feedback				
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue						


Goal 6: Parent/Community Engagement

Performance Objective 1: Increase links between home and school by providing systemic opportunities for parent engagement

Evaluation Data Source(s) 1: Increase in positive response rate by parent/community in focus groups meetings and/or survey results

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Promote positive parent relations and maintain parent engagement at or greater than 85%	Superintendent's Advisory Council	Parent Survey Results Greater than or equal to 85% Responses (Strongly Agree/Agree)				
	Campus Administrators					
Funding Sources: 199 - General Fund - \$0.00						
2) Continue partnership with Council of PTAs to support parent engagement through the PTA membership drive	Deputy Superintendent	End of Year Membership Report (Goal 21000 members)				
	Assistant Superintendents					
Funding Sources: 199 - General Fund - \$0.00						
3) Enrich the district-wide translator/interpreter program to provide support to non-English speaking parents	General Counsel	Program Report				
	Funding Sources: 199 - General Fund - \$0.00					
4) Continue to provide programs at the Family Literacy Center. A. Adult Education Classes B. HIPPY and PAT programs for at risk preschool students	Executive Director of Grants & Entitlements	Program Evaluation				
	Student success upon entering regular classrooms					
Funding Sources: 211 - Title I, Part A - \$368,298.00						
5) Increase business and community partners to support learning objectives including REALspace and Richardson Mayor's Fellow Internship Program	Superintendent	# of partners for RealSpace and Mayor's Program				
	Deputy Superintendent					
	Assistant Superintendent of Secondary					
	Executive Director of CTE					

6) Provide parent information workshops in the area of social/emotional needs and digital literacy	Executive Director of Student Services PTA	# and Title of Parent Workshops Parent Feedback Increase positive response on climate survey % of parents attending at least one parent information workshop				
						

Goal 6: Parent/Community Engagement







Performance Objective 2: Enhance communication processes to provide stakeholders with timely, effective and reliable communication via a dynamic communication system

Evaluation Data Source(s) 2: Increase of positive response rate from internal and external stakeholders in focus group and/or survey responses

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Bolder approach within campus communication outreach to parents and community a. Enhance training opportunities provided by Communications Department b. Develop campus website recognition program based upon competitive promotion among schools of strategic district initiatives c. Evaluate design of existing campus communication liaisons and web coordinators	Chief Communications Officer	Improved news/event promotion for campuses with their families and communities. This will refresh communication outreach to these target audiences, complimenting the newly redesigned campus websites				
Funding Sources: 199 - General Fund - \$0.00						
2) Redesign www.risd.org to incorporate responsive design, improved navigation, modern look, content update, district branding	Chief Communications Officer	Redesigned website in key facets, including: visual appeal, updated content, improved navigation, expanded information sharing Customized accessibility across a platform of devices, including a mobile presence which has increased almost 300 percent since last redesign Filtered content and dynamic content will increase push-out capabilities of message delivery Increased Parent/community positive result for communications on climate survey				
3) Absorb day-to-day operations of the Excellence In Education Foundation within the Communications Department	Chief Communications Officer	Alignment of district initiatives with EIE goals and objectives Improved offerings of support to students, teachers Expansion of EIE presence in the corporate community Increase in partnerships				

4) Create two new video series, including a superintendent spotlight, to visually showcase district offerings	Chief Communications Officer	Increased traffic to internal social media outlets, which expands district's ability to utilize public in pushing out messaging Increased number of RISD YouTube channel subscribers Increased positive response rate by parents/community on climate survey for communications				
5) Engage community to answer questions regarding RISD and provide accurate information on timely/relevant topics	Chief Communications Officer	Increased effectiveness with Inside RISD participation Continued facilitation of "We're Glad You Asked" web response tool Timely updates to frequently asked questions and better utilization of timely issues Increased positive response rate by parents/community on climate survey for communications				
Funding Sources: 199 - General Fund - \$0.00						
6) Inform and educate the community on timely topics of interest, such as: a. RISD Vision 2020 b. Accountability/Community & Student Engagement Accountability System (CSEAS) c. School Finance d. Legislative Issues e. Breaking News	Chief Communications Officer	Compilation of Webpage Hits, Twitter Followers, Facebook Fans, Newsletter Subscribers				
Funding Sources: 199 - General Fund - \$0.00						
7) Maintain positive and proactive communication with English and Spanish media outlets	Chief Communications Officer	Media Highlights for 2016-17				
Funding Sources: 199 - General Fund - \$0.00						
8) Implement Parent Corner on RISD website to support WE GROW implementation	Assistant Superintendent of Secondary Executive Director of Instructional Technology Chief Communications Officer	# of hits We Grow Parent Feedback on Climate Survey Parent Focus Group Feedback				


<p>9) Create comprehensive College and Career Readiness student and parent information program K-12</p>	<p>Assistant Superintendent of Secondary</p> <p>Executive Director of CCR</p> <p>Director of Guidance and Counseling</p> <p>Chief Communications Officer</p>	<p>Live new CCR website</p> <p># of hits on new website</p> <p>Parent Focus Group Feedback</p>				
<p>10) Expand community partnerships in support of students and initiatives:</p> <p>a. Increase Partners Program participation</p> <p>b. Increase Partners Fund awards to RISD teachers and counselors</p> <p>c. Acknowledge RISD Partners participations via RISD communication channels.</p>	<p>Chief Communications Officer</p>	<p>Increased partnerships</p> <p># of commendations for partners</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						







Goal 6: Parent/Community Engagement

Performance Objective 3: Increase community involvement in the district planning process.

Evaluation Data Source(s) 3: Completed 3-5 year Long-Range Strategic Plan representative of staff, students, parents and community.

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Form a strategic planning team comprised of staff, students and community members to create the district mission, beliefs, strategic parameters and objectives (3-5 Year Plan)	Superintendent	Completed Strategic Plan				
	Deputy Superintendent	Planning team roster				
2) Create action teams co-facilitated by staff and community to address the objectives created by strategic planning team	Deputy Superintendent	Rosters of Action Plans				
		Completed Action Plans				
3) Communicate strategic planning process and outcomes dynamically throughout the process using a variety of mediums	Deputy Superintendent	Strategic Planning Website				
	Chief Communications Officer	# of hits				
		# of participants involved				
		Community Feedback				
4) Annually report progress towards strategic plan strategies and objectives.	Deputy Superintendent	Annual Report				
	Chief Communications Officer					

 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

System Safeguard Strategies

Goal	Objective	Strategy	Description
1	1	2	Identify 3-5 core strategies to promote continuous improvement
1	1	3	Provide professional development for all Pk-12 teachers on 3-5 core instructional strategies to promote continuous improvement in Special Education, Dyslexia, and ELL programs.
3	3	1	Continue to provide professional development in all curricular areas to enhance instructional strategies
3	3	2	Continue to provide professional development for instructional staff to support students with disabilities
5	1	1	Provide training to campus and central leadership in best instructional practices through Lead4Ward Training. a. Lead4Ward 101 Training b. Data and Analysis c. Planning Instruction
5	1	2	Design and deliver content specific professional learning aligned with district identified needs; TEKS & Blueprint Training (Lead4ward)
5	1	3	Utilize district-wide professional development days to support and train teachers how to analyze data to inform instructional decisions in the classroom
5	1	4	Provide teachers with choice professional development opportunities to support their knowledge in identified areas of growth either through self-assessment or data analysis
5	1	5	Provide professional development to teachers on intervention strategies (Lead4Ward Strategies)
5	1	8	Deploy specialist support to meet the varying needs of campuses across the district
5	1	9	Monitoring/Accountability Evaluate and monitor all student groups measured for accountability
5	1	10	Review state assessment results and identify instructional strengths and weaknesses
5	2	4	Provide teachers with professional development on research-based Response to Intervention strategies (RTI)
5	7	1	Monitor special programs such as BE/ESL, CTE, Federal Safeguards, and Special Education
5	7	2	Evaluate ARD, LPAC, 504, and other district leadership committee decisions concerning state assessments and interventions
5	7	3	Target missed state system safeguards in all identified areas
5	7	5	Continue to provide professional development for instructional staff to support ELL students